VA Office of Information and Technology

Enterprise Architecture Management

Systems Integration and Development Service

Final
Project Planning Policy
PP010

Version 2.0

June 2, 2006

Department of Veterans Affairs

Letter of Promulgation

As the Director of the Systems Integration and Development Services (SIDS) in the Office of Enterprise Architecture Management (OEAM) at the Department of Veterans Affairs (VA) Chief Information Officer (CIO), I do hereby formally promulgate this Project Planning policy as the official policy of the SIDS. This Project Planning policy will help standardize SIDS Project Planning components, clarify and enhance current practices, facilitate the alignment of the organization with the Carnegie-Mellon University Software Engineering Institute Capability Maturity Model Integration (CMU/SEI CMMI), and ensure compliance with OEAM Project Planning policy and the Enterprise Architecture provisions of the Information Technology Management Reform Act (Clinger-Cohen Act of 1996 (40 U.S.C. 1401(3))) and direct their application across the SIDS.

May 31, 2006
(Effective Date)

(Signature obtained and on file)   May 15, 2006
Frances G. Parker, Director (Acting)   (Date)
Systems Integration and Development Service
Office of Enterprise Architecture Management
VA Office of Information and Technology

Record of Changes

Version #	CCP #	Description	Date Entered	Entered by:
1.0	N/A	Initial development of draft policy	5/9/2006	Mary Wu
1.5	N/A	Revised based on team review comments	5/11/2006	Mary Wu
2.0	N/A	Revised based on additional comments	6/2/2006	Mary Wu

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1. INTRODUCTION

1.1. PURPOSE

This document establishes a Project Planning (PP) policy for the Systems Integration and Development Service (SIDS) in the Office of Enterprise Architecture Management (OEAM), Office of Information and Technology (OI&T), U. S. Department of Veterans Affairs (VA).

1.2. SCOPE

This policy applies to all SIDS organizations, branches, sub-organizations, integration and development projects, and contractors receiving, expending, or disbursing SIDS funds.

1.3. EFFECTIVE DATE

This policy shall apply to all SIDS projects and offices effective 15 calendar days after signature by the Director, SIDS (or designee). All projects a) started after the effective date or b) in Phase 0 (zero) of the System Development Life Cycle (SDLC) at the effective date shall comply with this policy.

Projects assigned to SIDS that are in the middle of any SDLC phase other than Phase 0 (zero) at the effective date of this policy are required to demonstrate due diligence in complying with this policy within 30 days of the effective date, to the degree that it does not jeopardize their ability to satisfy prior project commitments. Additionally, all projects in the maintenance and operations phase shall, at a minimum, assess and report compliance with this policy on an annual basis.

All other projects and efforts under SIDS authority shall, at a minimum, assess their compliance with this policy, report their assessment and their demonstrations of due diligence in complying with this policy prior to the start of their next new SDLC phase.

Projects requesting a waiver from the requirements in this policy shall make the request in writing to the Director, SIDS. The Director, SIDS, shall consider special situations for non-compliance on a case-by-case basis.

1.4. RESPONSIBILITIES

The Director, SIDS, has the basic responsibility for implementing this policy within the SIDS organization. The heads of all SIDS sub-organizations (e.g., branches, staff elements, their subordinate organizations and offices, and all projects) are responsible for implementing this policy and for compliance with the requirements of this policy within their respective organizations and projects. The Director, SIDS, has responsibility for ensuring that compliance with this policy is assessed and reported at least annually to the Associate Deputy Assistant Secretary for Enterprise Architecture Management.

SIDS sub-organization managers (e.g., branches, staff elements, their subordinate organizations and offices, and all projects) have the basic responsibility for implementing the policy for their

respective offices and projects. If an office or project manager is not a VA employee, then a VA employee shall be assigned to provide oversight to the non-VA IT manager to ensure compliance with this policy.

1.5. REFERENCES AND RELATED DOCUMENTS

1.5.1. References

1. Carnegie Mellon University/Software Engineering Institute, <u>Capability Maturity Model Integration for Systems Engineering, Software Engineering, Integrated Product and Process Development, and Supplier Sourcing</u> (CMMI-SE/SW/IPPD/SS) V1.1, March 2002.

1.5.2. Related Documents

This policy is subordinate to the VA OI&T OEAM policy on Project Planning. Any discrepancy or conflict between this policy and the OEAM policy will be resolved in favor of the higher authority. Anyone observing or otherwise aware of such a discrepancy or conflict should bring it to the attention of the Director, SIDS, as soon as possible.

This policy is closely related to policies on project monitoring and control, risk management plan, requirements management, configuration management, quality assurance, measurement and analysis, and supplier agreement management.

1.6. TERMS AND ABBREVIATIONS

1.6.1. Terms

The following terms, with definitions from the CMU/SEI CMMI, are included here for reference.

TERM	DEFINITION
Managed process	A process that is planned and executed in accordance with policy; employs skilled people having adequate resources to produce controlled outputs; involves relevant stakeholders; is monitored, controlled, and reviewed; and is evaluated for adherence to its process description.
Objectively Evaluate	To review activities and work products against established criteria to minimize subjectivity and bias by the reviewer. An example of an objective evaluation is an audit against requirements, standards, or procedures by an independent quality assurance function.
Organization	A structure where people collectively manage projects or services as a whole, and whose projects or services share senior management and operate under the same policies and procedures.
Work Breakdown Structure	An arrangement of work elements and their relationship to each other and to the end product.

1.6.2. Abbreviations

The following abbreviations are used in this document:

CMMI	Capability Maturity Model Integration
CMU/SEI	Carnegie-Mellon University/Software Engineering Institute
OEAM	Office of Enterprise Architecture Management
OI&T	Office of Information and Technology
PP	Project Planning
RFW	Request for Waiver
SIDS	Systems Integration and Development Service
VA	U.S. Department of Veterans Affairs

2. POLICY

2.1. POLICY STATEMENT

The Project Planning policy of the SIDS is:
1. To develop a project plan that defines project activities;
2. To obtain commitment to the plan; and
3. To maintain the project plan.

This is the minimum SIDS PP policy. SIDS sub-organizations desiring to develop PP policies less restrictive than this SIDS PP policy must submit a written Request for Waiver (RFW) and have it approved by the Director, SIDS, or higher authority. An RFW is not required for policies that are more restrictive.

2.2. PROJECT PLANNING GOALS

The Project Planning goals of the SIDS are to:
1. Establish estimates for the project;
2. Develop a project plan;
3. Establish and maintain commitment to the plan; and
4. Institutionalize a managed PP process.

2.2.1. Establish Estimates

To establish estimates, the SIDS and its sub-organizations must:
1. Establish a high-level work breakdown structure to estimate the scope of the project;
2. Establish cost, effort, and schedule estimates of work product and task attributes;
3. Define project life cycle phases to scope the planning effort; and
4. Estimate the project effort and cost.

2.2.2. Develop a Project Plan

To develop a project plan, the SIDS and its sub-organizations must:
1. Establish and maintain the project's budget and schedule;
2. Identify and analyze project risks;
3. Plan for data management, project resources, needed knowledge and skills, and stakeholder involvement; and
4. Establish and maintain the project plan.

2.2.3. Establish and Maintain Commitment

To establish and maintain commitment to the project plan, the SIDS and its sub-organizations must:
1. Review plans that affect the project to ensure a common understanding of the scope, objectives, roles, and relationships that are required for the project to be successful;
2. Reconcile plan to reflect available and estimated work and resource levels; and
3. Obtain commitment to the plan from relevant stakeholders.

2.2.4. Institutionalize a Managed Project Planning Process

To institutionalize PP across the SIDS as a managed process, the SIDS and its sub-organizations must:
1. Establish policies for performing the PP process;
2. Establish and maintain plans for the PP process;
3. Provide adequate resources, including project monitoring and control tools for performing the PP process;
4. Assign responsibility and authority for performing the PP process;
5. Ensure that the people performing or supporting the PP process are trained to perform their PP duties;
6. Place designated work products of the PP process under appropriate levels of configuration management;
7. Identify and involve the relevant stakeholders of the PP process;
8. Monitor and control performance of the PP process as planned and take appropriate corrective actions;
9. Objectively evaluate adherence of the PP process against its process description, standards, and procedures, and address noncompliance; and
10. Conduct reviews of activities, status, and results of the PP process with higher-level management and resolve issues.